

A GATHERING OF GENERATIONS Filipino fashion designers, from the stalwarts to the emerging talents, the Inquirer Fashion-OF 2012 showed the vibrant range of the creativity and craftsmanship of the Filipino. The Samsung (bridal) fashion show at Dusk Thru Manila tapped 18 designers—the biggest bridal collection in years. They presented their individual statements—from the classic and romantic (Juggie Cardena, far left), the laid-back and resort feel (Renee Amato, second from left), the Filipino modern (Cory Santiago, second from right) to the smartboos and young (James Reyes, far right). Staged with Look Magazine and Champion-kelley, it had a Filipino bridal-heritage exhibit that displayed the famous wedding gowns of Pity Monico for Susan Rocas and Marlene Picapagal, and of Ben Farnales.

P-Noy ordered lockdown

P12.6B set for 20M poor PhilHealth beneficiaries

By Norman Bordadora

PRESIDENT Aquino has allocated P12.61 billion in the proposed national budget for 2013 to fund PhilHealth pensions of poor families. Sen. Franklin Drilon said on Friday.

If approved by Congress, some 5.3 million poor families—of more than 20 million beneficiaries—will have access to free medical treatment in government hospitals starting next year.

Drilon is the chair of the Senate committee on finance now conducting hearings on the government expenditure program for 2013.

These families must be identified through the National Household Targeting System of the government.

The 2013 budget provides for P12.61 billion to secure the

Miriam seeks probe of Puno's 'unique authority'



APEC HOST Russian President Vladimir Putin greets President Aquino at the 23rd Asia-Pacific Economic Cooperation summit in Vladivostok on Saturday.

By Gil Cabacungan, Norman Bordadora and TJ Bugarin

PRESIDENT Aquino last night confirmed that he ordered the offices of Interior Secretary Jesse Robredo locked down immediately after the Cabinet official's plate crashed on Aug. 18, and gave that task to Interior Undersecretary Rico Puno.

Mr. Aquino explained that it was "logical" that Puno would handle it since there were only two Interior undersecretaries and Puno was in charge of police matters.

His disclosure confirmed earlier statements by a police officer who was with Puno when the latter tried to enter Robredo's condominium and who said the lockdown order came from the President.

Paje: Robredo 'confronted' antilogging head

By CJ Yap

SEBASTIAN, weeks before his death, Interior Secretary Jesse Robredo "confronted" the head of the government's anti-logging task force about the latter's meeting with people with logging interests in Cagayan, his virtual Secretary Ramon Bito said yesterday.

Robredo speed probe into Puno's PGO-M ammo project / A21

According to Paje, Robredo (A21)

P-Noy to meet Chinese leader today; territorial row on agenda

By Gil Cabacungan

VLADIVOSTOK—President Aquino will hold talks with Chinese President Hu Jintao on the sidelines of the 23rd Asia-Pacific Economic Cooperation (APEC) Leaders' Summit here on Sunday and the discussion could cover their countries' territorial disputes, according to the Philippine

ambassador to the Philippines' top diplomat.

Foreign Affairs Secretary Albert del Rosario told reporters on Saturday that the time and date of Mr. Aquino's meeting with Hu had not been set but it would most likely be held on Sunday.

Del Rosario said there was no fixed agenda for the meeting, but the talks would likely touch on the disputes between the Philippines and China over some islands in the Spratly chain and the Prataing Shoal (Scarborough Shoal) in the West Philippine Sea. (A21)

Asia-Pacific leaders urged to build bridges, not walls / A20



China extends cruise route to Spratlys: On your right is Scarborough

By Terra Quimando

A CITY in southern China plans to extend a tourist route to the disputed Spratly islands in the West Philippine Sea (South China Sea), a move that could ease tensions among countries in the region with rival territorial claims in the strategic waterway.

Tourism is globally recognized as a

Living well to get to be 105 yrs old even with diabetes

By Kate Pedrosa

AGUIRRE—With their bright smiles and infectious sense of humor, one would be hard-pressed to know that Genelia Rinal and Henry Schatz have been living with diabetes for several decades.

Recently, Rinal marked a special milestone: "I reached my 30th anniversary with diabetes this year and I avoided my friends and family to champagne brunch just to celebrate," she said.

1st woman judge rich in milk of kindness

By Ana Leah Sarabia

Genier

All A YOUNG girl from a well-to-do Laguna family, Mercedes Almendra Lopez would have been a spoiled princess and poor orphan into her house, appealing to her parents for food, clothes, and even jobs, for her "guinea."

"The first woman judge, the first woman justice of the

Court of Appeals, one of the foremost leaders in the women's movement, she was a constant exponent of social justice to the incorporation of law," wrote the National Historical Institute in its citation.

Almendra Lopez's charitable works and trailblazing career as a lawyer, judge and women's rights advocate are kept alive by La Presidencia de la

Justicia, which marked her 128th birth anniversary on Sept. 8.

Although she had a privileged upbringing, schooled in music and the arts and the sporting skills of shooting, fencing and horseback riding—usual occupations for girls of her era—Almendra Lopez grew up with a strong sense of

WHAT'S INSIDE

SPORTS • After 40 years, Akzels topple Singapore • **ENTERTAINMENT** • Gay celeb smitten with security guard • Critics in Venice say Nora Aunor in 'Thy Womb' "immense, expressive, engaging" • **LIFESTYLE** • Why this new Makati building is a design marvel in the 21st century • The man who gives away rocking chairs to malls, restos, lounges for seniors' use • **NEWS** • Oldest World War II veteran dies at 111 • A day after the Democratic convention, it's still the economy • 'Fringe science' in health policy debate • From 'baunran' to ballerina • Silicon Valley comes to Manila, Cebu

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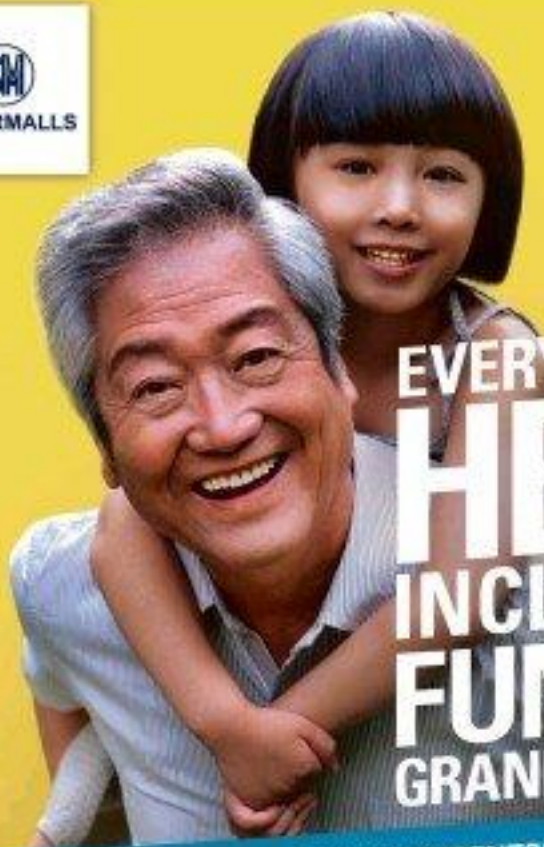
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More Pinoys make it as UK gov't scholars

By Tere Quinsada

MANILA Higher learning across various disciplines, an increasing number of Filipinos are going to the United Kingdom as scholars of top institutions.

The 12 Filipino students are receiving various UK awards this year under the Chevening Scholarships, an annual program of the British Government that has been granting scholastic stipends to deserving scholars around the world since 1963.

The batch of 12 scholars this year is the biggest yet, said the British Embassy last time the 2010 group of three students (British Ambassador to the Philippines Stephen Lister recently held a reception for the scholars at his Makati City residence, citing the Philippines' impressive record for the program.

"The change happened by the high quality of scholars coming from the Philippines. We're delighted that this year we're able to offer a second round of Chevening Scholarships to this country. It's a sign of the importance that we

attach to our dynamic links with the Philippines," Lister said in remarks during the reception.

Every year, an average 500 scholars from around the world receive the Chevening grant to study in UK universities. Funded by the UK Foreign and Commonwealth Office, the program has supported higher education of some 20,000 scholars from across the globe.

In this year's batch, five women are pursuing master's studies. Samuel Maita will pursue a Master of Laws in Criminal Justice degree at the University of Kent while Sherilyn Neill will pursue a Master of Laws in Development and Governance degree at the School of Oriental and African Studies.

Amie Lucand Amadoriano, former justice studies of law Chief Justice Maria Lourdes Sereno, will study a Certificate in Public International Law at the University of London.

Anna Rita Maita will enroll in the same school in specialisation in Environmental Law.

Angel Marlene Gamboa of

the Department of Foreign Affairs will study an International Political Economy at King's College London while Joseph de Arcega Maranan will take up the same course at the University of Birmingham.

Two scholars will go to the University of Cambridge. Neuroscience specialist Stephen Mithael Co will pursue a Master's in Neuroscience while Michael, a corporate finance specialist, will take up his Master's in Finance.

Management organization specialist Alfred Jullio Usman will go for a Master of Business Administration with Management Studies at Kingston University—London.

Healthcare specialist Marlon Thomas Maranan will be studying a Master of Science Public Health (Health Economics) at London School of Hygiene and Tropical Medicine at the University of London, while Denisse Reyes, subject to local architectural laws, will take up Master's in Environmental Design and Engineering at Birkbeck College of North London, University College London.

Want to study in Canada? Here's how

IF YOU want to study in Canada, you can attend a Study Point in Canada to be presented at the Shanghai Int'l Education Expo Sept. 13, 25 (only, by Filipino International deputy general manager Josh Dab and study partner MIND). A Free Canada Study Guide book will be given to students attending the event. Leading Canadian representative institutions that include George Brown College, Centennial College, Algonquin College, York University, Seneca College and UTM will be on hand. The program supports the initiative

made to help the Philippine and Canadian governments to encourage the academic and professional growth of Filipino students in Canada to further their studies, and to promote free trade partnerships involving technology, trade services, accounting, hospitality, aviation technology and other power technology studies, among others. Inquiries may be made to Josh Dab at 9711-1500 or MIND at 9711-1500 or email philippines@canada.gc.ca. Support partner MIND may be accessed through www.mind.org.ph and www.internationalminds.org.ph.

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Nun leader critically ill

By [Name]
 [Text about the nun leader's illness and the impact on the community. The text is partially obscured but appears to be a news report.]

BABALA

Heroin usage is on the rise in the region, according to a report by the [Organization]. The report states that the number of heroin users has increased significantly over the past few years.

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Talk of the Town

Photo: David Rodriguez for Philippine Daily Inquirer

Editor: Juan K. Samonte Jr.

SOTTO AND RH BILL

'Fringe science' in health policy debate

By Oscar F. Pizarro, Marlene Dellosa, Rosendo Larcadeo and Valerie Gilman T. Uliby

SIN VICENTE Sotto life was without censure of a King by Socrates. Pope on the safety of pills has landed him in his water, with allegations of plagiarism.

But more important than the plagiarism issue is the senator's high-profile promotion of "fringe science" over substantial evidence in the important policy debate on reproductive health.

Mainstream health science

For Sotto's "fringe science" speeches, one would have expected him to use globally reputable scientific sources, readily found in international agencies such as the World Health Organization, United Nations Population Fund and others.

But Sotto's apparent reliance of these agencies' press releases instead of their actual findings is more than a little odd.

Nonetheless, there are other reputable agencies that he could have referred to, such as the US Food and Drug Administration, National Institutes of Health and Centers for Disease Control and Prevention.

Similar European bodies also exist. These agencies have their policy recommendations on findings of agencies around the world, usually published in peer-reviewed medical journals.

These journal articles are synthesized by the Cochrane Collaboration (www.cochrane.org), a network of 28,000 dedicated people from over 100 countries. They work together to help patients and policymakers make well-informed decisions about health care by providing the availability of their Cochrane Library (www.cochranelibrary.com), which contains information derived from the gold standard for determining the relative effectiveness of different interventions.

Local reputable organizations also exist, including the Philippine Medical Association, Philippine Obstetrical and Gynecological Society (POGS), National Institute of Health, and nursing and midwifery societies. POGS has often stated unequivocally that oral contraceptives are safe.

No rigorous peer review

The question is: Why were none of the above mainstream sources ever consulted? Banged upon these reputable sources of scientific studies, why did Sotto and his staff use a site full of findings of which even some reported in rigorous peer review is a value in doubt is a scientific pursuit?

The problem with having the "fringe pills" argument of Sotto as a response to the RH Bill is that it could be a product of fringe science.

While science is an inquiry it is an established field of study that depends on rigorous, peer-reviewed or evidence-based, peer-reviewed studies. It is from statements or evidence that science is derived. It is from evidence that science is derived. It is from evidence that science is derived. It is from evidence that science is derived.

Causality in public health

CONFOUNDERS for causality: A 12-month-old child (1) congenital heart defect (2) and only (3) age (4) are not (5) changed (6) in correlation with change in (7) 8, and (9) this correlation is not (10) the consequence of both (11) and (12) being correlated with some third (13).

So, Sotto's Sotto Bill has not definitively demonstrated causality. As far as we can tell, there are no clear, causal causes of contraceptive-causing birth defects.

It is possible that some other factor (14) was involved, e.g., other drugs that his wife, Nilda Castillo, may have taken, or chemicals that she may have been exposed to, or genetic factors, or something else.

It also seems that the vice-presidential with the brand name "Sotto" that senator's wife allegedly used was involved in the Philippines very early for pregnancy and birth of his child, as condition 1 above is not met.

Other causes are likely to be in dispute whether an association is causal or not.

- (a) the strength of the association;
- (b) dose-response relationship;
- (c) consistency of the association across different studies;
- (d) specificity of the association;
- (e) timing of the cause and the effect—the time interval between the cause and the effect—has been scrutinized by the media, but has not been adequately explained by Sotto and his staff;
- (f) biological plausibility, an inference with sufficient information on the biology of the disease;
- (g) coherence of the evidence. For Sotto's congenital disease represents only one under-represented sample and, in fact, there are no similar cases elsewhere.

Thus, it makes little sense to compelling the senator's testimony, to show and indicate up in the above epidemiological standards of causality.

Reference: Muenster and Pizarro, "Epidemiology: An interdisciplinary."



SOTTO CITES UNREPUTABLE
Major Undersecretary of Health "Fringe Science" to justify his opposition to the RH Bill. Sotto's reliance on fringe science to justify his opposition to the RH Bill is a major concern of the public health community.

Employing scientific methods

It can also be contrasted to so-called "fringe" science, and therefore scientific methods and not yet held to be a part of the scientific method. The use of fringe science in policy decisions on health issues is a serious concern. The fringe should look at this issue as it affects the integrity and the health of the nation. The use of fringe science in policy decisions on health issues is a serious concern. The fringe should look at this issue as it affects the integrity and the health of the nation.

Risks of pills

No contraceptive pills are absolutely safe, but mainstream science's consensus is that they are generally safe. In 1996, for this reason, South America and US and European drug regulatory bodies have approved their use since the 1960s. Most developing countries, including the Philippines, have also approved their use.

The Cochrane Collaboration has concluded that "overall, oral contraceptives are safe and effective, and continuous pill use is a reasonable approach to oral contraceptive use" (Cochrane, 2005).

Indeed, medical authorities have stated that "the health risks of oral contraceptives are lower than those from pregnancy and birth" (Cochrane, 2005).

Oral contraceptives have been shown to reduce the risk of venous thromboembolism and pulmonary embolism, but the total risk is very low (2 per 100,000 women) (Baker, 2005).

According to the US National Commission on Contraception, oral contraceptives are safe and effective, and continuous pill use is a reasonable approach to oral contraceptive use.

Moreover, a 2005 systematic review did not support the hypothesis of an increased cancer risk in users of combined oral contraceptives (COCs) (15, 16, 17, 18).

In general, while there are isolated risk, individual risks of using pills, the attributable risk is so small and statistically negligible in the general population.

The study by Schwing, Ory and Mueser (2009) shows an attributable increase in the attributable risk of cardiovascular deaths related to pills in the death per 100,000. In fact, the attributable risk of cardiovascular deaths from smoking, cardiovascular disease, and alcohol consumption are much significantly higher compared with contraceptive pill use.

In the case of breast cancer, although the literature suggests that an increased risk of breast cancer may be associated with long-term and continuous use, the attributable risk of breast cancer from birth control pill use is very minimal (Pizarro and Gilman, 2005).

Dangers of relying on fringe science

Sotto's view that pills are unsafe is based on the conspiracy that pills forced women "to use" rather than to be able to control their own bodies and prevent death of their children.

Similar to other particular issues

Since the overwhelming mainstream consensus is that pills are safe, Sotto and his staff were constrained to ignore their own scientific knowledge and to rely on fringe science.

The use of fringe science in policy decisions on health issues is a serious concern. The fringe should look at this issue as it affects the integrity and the health of the nation. The use of fringe science in policy decisions on health issues is a serious concern. The fringe should look at this issue as it affects the integrity and the health of the nation.

Corrective measures

The following corrective measures are a dangerous precedent for fringe science to become a major influence on public policy. This is an unhealthy development and must be corrected, through a number of ways.

First. The legislature should be encouraged to look at reputable sources of scientific evidence, preferably those with global reputation. Congress could also commission reviews of the health literature. This could be done under the Congressional Commission on Science and Technology and Engineering.

Second. The independent nature of scientific studies requires that they be "transparent" so that they can be understood by policymakers. This can be done by the National Economic and Development Authority or the health department's Health Policy and Development Board Planning Bureau.

Third. The local public health community should be more organized and active. National health officials should work with the National Institute of Health.

Health, the Philippine Council for Health Research and Development, and the local Drug Administration. The opinions of experts in professional societies and schools of medicine and public health should be sought.

Fourth. This information gap should be filled by the use of scientific information, research and advice in the Philippines.

Fifth. Science funding is priority and very few young Filipino scientists are aware of the issue. The broader media focus on little else to science, and newspapers and magazines carry very few science-related articles.

Sixth. The government should convene a high-level body that assesses and coordinates effectiveness and outcomes research. Impact evaluation studies, and assessments of health technology.

These studies become more important as the country moves toward achieving universal health care. In other countries, such as India, these have been established.

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P-Noy ordered lockdown; Miriam seeks probe

From page 40

In an unbroken interview on the sidelines of the Asia-Pacific Economic Cooperation summit in Hanoi, Vietnam, the President said he would want to secure his health officials.

But Miriam said she also wanted to see the results of the investigation. She said she was not sure if he would be able to do so.

Mr. Aquino believed he wanted to secure the documents because he had been told by American officials that the documents were not being conducted seriously.

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Sanctions said he wanted to "ensure" the information provided by the group that named "senior" members of the President's inner circle. He said he would want to see the results of the investigation. He said he was not sure if he would be able to do so.

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Robredo opened probe into Puno's P600-M ammo project

By Arlet Dela Cruz
Correspondent in Cebu

MARCO: The investigation being conducted by the Interior Secretary Jesse Robredo before he led out on his first day as President, said, "I am not sure if he would be able to do so."

The purchase would require the President's approval, according to the Department of Budget and Management (DBM).

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Paje: Robredo 'confronted' antilogging task force head

From page 41

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Sunday SPORTS

1 mail to: worldinquirer.com.ph
Website: www.inquirer.com.ph

Editor: Tomy T. Palencia
Business Editor: Francis T. Ochoa

Tigers trip Maroons; Tams halt Warriors

By Benjamin N. Page

UNIVERSITY of Santo Tomas made the most out of another late University of the Philippines visit, securing with a 14-4 run in the final quarter to lock out a 35-48 triumph in the UNAP men's basketball tournament yesterday at Mall of Asia Arena.

Aljos Martinez and Jeric Benosa finished the huge comeback in just a three-minute span as the Tigers took a 76-59 advantage after playing much of the game.

"The will to win was there, especially in the last quarter," said coach Pido Amante after his Tigers—who scored just half a game behind league leader Ateneo at 5-3—secured a late

played the second time out.

The University made an excellent comeback against the University of the East side, 83-76, just a day after the "Tommies" dethroned a lockdown team.

Tamara Benito averaged 24 points, including back-to-back triples that gave the Warriors a 75-64 halcyon after the Warriors had increased their double-digit lead to 10-0.

STU had closed the second spot with LNU, but wound up third at 6-5 after the UEAU based on Friday night's 67-59 triumph over 77-73 National University, where RB Garcia led a comeback to secure a win.

The 193-191 game played last hour at the top 25.

Stags Pagsi also collected 17 points, 12 rebounds, three steals and two blocks for the Warriors.

The Tommies ended the Warriors' magical two-game run when Chris Javier locked two consecutive game-winning shots.

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Luxury of Comfort at Three Central

Megaworld's most luxurious property in Makati CBD soon to rise

A life of comfort is what everyone agrees has but only a chosen few get to actually live it. It is a privilege enjoyed through sheer determination, hard work, and perseverance.

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Team	W	L	OT	PTS	REB	AST	STL	BLK	FT	FG
Warriors	1	0	0	83	24	12	3	2	75.0	45.0
Tommy	0	1	0	76	20	10	2	1	70.0	40.0
STU	1	0	0	83	24	12	3	2	75.0	45.0
LNU	0	1	0	76	20	10	2	1	70.0	40.0

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The master bedroom features a large bed with a headboard, a dresser, and a closet, all in a modern design.

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Young cop blames senior buddy: Doing a 'Code 2' on Espina son

By Julie M. Avaricio

POLICE Officer 2 Jimmy Sol, 34, was arrested last evening for duty that Tuesday, when he pulled over his senior buddy.

Little did he know that he and his senior buddy were just two of the many who had been pulled over by the senior cop.

It was his senior buddy who arrested him, "Code 2" on my way home from a meeting who turned out to be a senior cop's son.

"I felt like my heart was being crushed when I heard a siren or just something my senior told me in the station. I was in the patrol car with the siren on, and the 2nd cop was in the car with me."

It was his senior buddy who arrested him, "Code 2" on my way home from a meeting who turned out to be a senior cop's son.

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"I felt like my heart was being crushed when I heard a siren or just something my senior told me in the station. I was in the patrol car with the siren on, and the 2nd cop was in the car with me."

According to the NCRPO chief, it was De la Peña who approached his son while parked in Quezon City and arrested him for engaging in "phone sex". De la Peña then took over the wheel and forced the victim to find an NEM book, while De la Peña sat down in the police car.

The senior cop then asked the younger Espina to get out of the car and handed the phone to De la Peña just as he was about to establish the victim's identity with the police.

In the interview, De la Peña said he would like to see the victim to get De la Peña's daughter the last year returned to his patrol car and the younger Espina go.

"What you did was wrong," I told him, "I was not in the wrong. You shouldn't have done that. You're not a police officer. You're a private citizen." He replied, "I was not in the wrong."

De la Peña's response, De la Peña's senior had wanted to see the victim to get De la Peña's daughter the last year returned to his patrol car and the younger Espina go.

De la Peña's senior had wanted to see the victim to get De la Peña's daughter the last year returned to his patrol car and the younger Espina go.

At around 9 p.m., they were driving along Marikina Street when they saw a parked Kia Rio. De la Peña then engaged the patrol car and told his partner to get out of the car.

"I was not in the wrong. You shouldn't have done that. You're not a police officer. You're a private citizen." He replied, "I was not in the wrong."

De la Peña's senior had wanted to see the victim to get De la Peña's daughter the last year returned to his patrol car and the younger Espina go.

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It was his senior buddy who arrested him, "Code 2" on my way home from a meeting who turned out to be a senior cop's son.

"I felt like my heart was being crushed when I heard a siren or just something my senior told me in the station. I was in the patrol car with the siren on, and the 2nd cop was in the car with me."

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ESPINA

New NCRPO chief ...

From page 87

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From ...

From page 88

The addition, like the one that gave Area School, was held in recognition with Philippine Christian Community in Manila, and with Gonsaga Elementary School and San Francisco Elementary School in Quezon City.

The foundation was a school where before it was a private school. It was a private school. It was a private school. It was a private school.

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GRAY J. GOLDEN
Today's 2nd cop, Gray J. Golden, with his children - the three children under the care of the police in the 2nd cop in Manila - are sitting in the car. Golden is with his family members.

QC police trio tagged in SUV theft: 'We just parked it nearby'

By Julie M. Avaricio

THREE Quezon City policemen are no longer under suspicion for allegedly involving a sport utility vehicle, which was recovered by its owner after three days.

During charges of car theft and falsification in the city prosecutor's office are PDCs Francisco de la Cruz and Roberto Wilson and PDC Alvaro Reyes, all assigned to the La Loma station.

The Quezon City Police District 30, the complaint on Friday after the owner of the Toyota RAV4 (2007-2008) was notified of the vehicle.

Francis, 34, only got back his SUV on Aug. 30, at about 4:30 p.m. after it was "missing."

The complaint was filed by the victim's wife, Mrs. Francis, who said the vehicle was stolen from her car.

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Late Mayor Tito Oreta hailed as 'Builder of 21st Century Malabon'

By Marianne M. Malabon

THE 21ST CENTURY Malabon, progressive, innovative, "Builder of 21st Century Malabon."

This was how Mayor Tito Oreta was remembered by his supporters and critics alike. Oreta, a visionary leader, was remembered by his supporters and critics alike.

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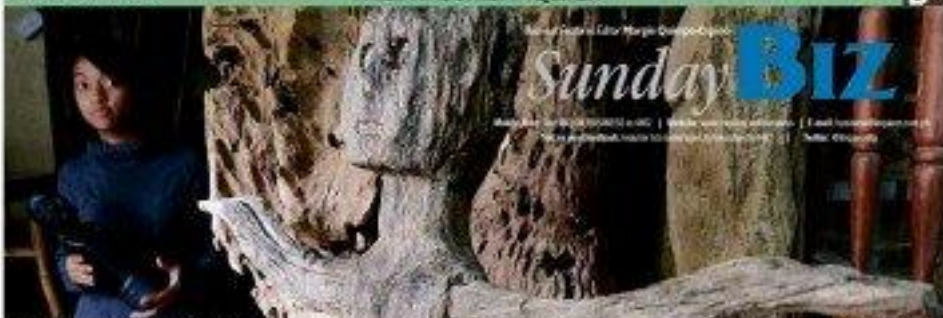
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KLING craftsman Greg Tetzels produces items, such as the one shown above, using old wood and iron tools spread during seasons.

PHOTO BY JEFFREY M. HARRIS FOR THE INQUIRER

Giant leap from fast food to health care sector

By Winston A. Morales
Contributor

ROBERT Kwan, 68, is having the time of his life navigating a second career after a highly successful foray into fast food, Chinese-style. After cashing in his 50 percent equity in Chowking for a reported half a billion pesos, Robert is now chair of St. Luke's Medical Center.

He works for fun, but the people around are plentiful, because he's doing it for his church.

Tis for two

I was fascinated by this remarkable leap of faith, so I called him up for coffee. He invited me for tea instead.

Robert welcomed me to his high-rise residence overlooking the great expanse of the



ROBERT Kwan, president

rich and their meticulously maintained golf courses and polo grounds. The view would have been breathtaking had it been a sunny day. But the rainy season had come early—it wasn't even the middle of May—and a grey pallor hung over the city like lead weights. Still, through the



mist, you could see where development was heading—and a ring fence bordered Robert Kwan.

To the north you could barely discern the old skyline of Quezon City, where St. Luke's Medical Center stood, at which Robert Kwan, founder of Chowking, was now chair of the board of trustees.

To the east stood a new St.

Luke's in the Pan de Tugay, all 50,000 square meters of it, only as modern as the health trends of an expanding metropolis.

To the south lay the remnants of the old city, and the way to St. Luke's has ended on a property for a third medical center, "redefining," Robert

said.

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Employee wellness can translate to more profit

By Catherine Russell
Contributor

IN THE Philippines, the statistics are all too frequent. Employees calling in sick due to various illnesses like cold, fever, headache, body ache and pain. Sick or emergency leaves are filed to ease family members who feel ill. Chronic illnesses have become more prevalent with an alarming increase in the number of employees seeking medical assistance for cancer, diabetes, kidney and liver ailments, high blood pressure, strokes and the like. Many companies have lost productivity and incurred financial losses as a result of absenteeism or early death.

A report by World Economics Institute and the Harvard School of Public Health said that a global epidemic of the so-called lifestyle diseases or NCDs (non-communicable diseases), including cardiovascular diseases, cancer, diabetes, chronic respiratory diseases, have become a clear threat to global development and economic growth.

These lifestyle diseases are responsible for 60 percent of all deaths worldwide, with 80 percent of those deaths coming from low and middle income countries. Half of those who die are in the prime of their years. The report states that NCDs will cost more than \$16 billion over the next 20 years, and push more people below the poverty line.

Employee illness affects a company's productivity directly. Studies show that each day of absence due to illness is equivalent to at least a three-fold loss of worker productivity per year. Workers who are unable to concentrate or work due to their own illness or illness of family members, "called presentism," translate into almost 5 times of reduced worker productivity. Presentism losses from presentism exceed the costs of absenteeism and medical disability combined.

Studies also show that healthy workers are 3.1 times more productive than those who are healthy colleagues. Healthy workers produced 240 "effective working hours" per month while the least healthy workers produced only 46 "effective working hours" or 5.1 times less. The rate of lost productivity due to health together with direct medical spending were chosen to be four times greater than direct compensation costs. It is a well known fact that the performance of a company's bottom line rests in the primary determinant for its success or failure. Healthy employees who are productive translate to company profitability and vice versa.

With productivity and profitability directly linked to employee health, and with the rising incidence of chronic diseases in the country there is an urgent need to incorporate health promotion, disease prevention and employee wellness as a strong value proposition. Companies need to realize their employee health strategy. How important employee health is to the organization? Is it a cost driver or a performance driver?

Employee wellness can be seen as a key value, not only in terms of employee benefits, but as a vital strategy for business sustainability. With this in mind, a company can take the opportunity to redefine the role of departments in charge of employee health and medical costs as—be it the company clinic or HR department, it is a simple division of medication and administration of medical benefits so as to integrate wellness proactively promoting health in the organization? Does it have a well thought out strategic approach to introduce, institutionalize and sustain a culture of wellness and health in the organization?

Many companies have started health promotion activities directed to their employees as the importance of a healthy lifestyle. Company sponsored fun runs, sports events and health checkups have become popular in the metropolis. Wellness, however, goes beyond activities and exercises and involves activities that help the individuals achieve balance in the body, mind and spirit.

Beyond single sporadic activities targeting satisfaction and exercise, a company would be well advised to adopt a vision and strategy of health promotion and wellness aimed at introducing a vibrant culture of health in the organization. A well designed wellness program is ideally supported by top management, utilizes several methodologies and systems which actively engage and inspire employees, encourage employees to take responsibility for their lifestyle decisions, and ultimately reflect the real impact of improved productivity and greater profitability for the company.

Such programs provide an attractive return on investment for the business and make the company an employer of choice. Companies that see employee wellness programs as a key driver to keep their employees healthy will have a distinct advantage from companies that view employee wellness as a necessary but unimportant expense.

The author is president of Natural Village and Spa and Wellness Professionals. Natural Village in Singapore offers spa, wellness and natural healing services in addition to corporate teambuilding and wellness activities. Cathy has been involved in human resources training and organization development for the past 20 years and is a certified wellness specialist from the Natural Wellness Institute of Thailand, USA.



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THE 200-ROOM Forest Lodge is Camp John Hay's newest hotel.

Sunday Biz

After 10 years, Camp John Hay opens new hotel

By Christine Cabales
Bureau Northern Luzon

BAGUIO CITY—It took 10 years to build, but The Forest Lodge, Camp John Hay's newest 200-room hotel, expresses what its owners have said all along: the Camp John Hay Development Corp. (CJHD) will fulfill its promise to create a tourism estate in this former American resort and recreation base.

Robert John Rodriguez, CJHD's owner and chair, formally launched The Forest Lodge on Sept. 4. Baguio City's foundation, dotting down its commercial uplands, is a testament to the city's growth.

"We started building [The Forest Lodge] 10 years ago, and we were having problems," Rodriguez says in his speech. "But in spite of that, we are committed to open this tourism, we want to bring people in Baguio."



IF 100M a decade to complete the hotel.

He says CJHD's vision is to build 1,000 hotel rooms, which is already in full swing with The Forest Lodge, as well as with a proposed 400-room facility at the nearby Mt. Isarog.

"We are committed to a demand-based hotel estate and celebrate the culture and environment in the Baguio," he says.

Recently called The Suite, The Forest Lodge features a big white design that "inspires sophistication, blending and the traditional Baguio hospitality" according to a company statement.

It has an airy and spacious lobby which showcases modern paintings and tribal decor, as well as a surrounding view of the forest and mountain range.

The Forest Lodge, which brands itself as "the biggest deal, the best deal," offers "extremely flexible" rates: P2,000 for its superior room, P3,300 for its deluxe room, and P5,400 for a one-bedroom suite on a triple-sharing arrangement.

One of the features of the hotel is The Terrace, an indoor-outdoor designed and supervised by nationally artist Billy King.

The new John Hay facility upgrades in a tourism revival plan created by Baguio's tourism industry in 2011 which recommends improvements in the city's scenic spots and parks and an increase in tourism accommodations.

Home Marketing, managing director of CJHD's The Forest and Restaurant Association of Baguio (FORBAG), says the tourism capital is still a preferred destination for relaxation and tourism.



Camp John Hay Development Corp. wants to create another tourism estate in Baguio City.

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Development



A day in the stressful life of a fund manager

By Dave C. Duran

FUND manager Marvin Francisco is long-term investor and has turned his own bets on for the perfect point buy of housing about stock market investing early on. After all, the chief investment officer of the country's largest fund house, One Unitedbank, which has P36 billion worth of assets under management—has made a big long-term advantage in long-term, power Filipino through property in handling hard-earned money.

"It's not how much you earn, but how much you save and invest," says Francisco. "It's often when you're selling, adding it's possible for people to regularly not make 20-30 percent of savings, so we make sure that they take home pay it. Again from being an economist and economist serving national and international with more com-

pany to invest, Francisco practices what he preaches in his own household. He and wife Mary Ann—Marvin's financial literacy advocate and author of best-selling book "Staying Poor Boy"—have raised their three boys Marvin, Enrique and Daniel to be high-IQ (financial quotient) kids who regularly save and invest. The Francisco family now chooses their stocks, monitor and update their portfolios and discuss their investment strategy

with their parents.

"I've started as gift of stocks 15 to 20 years ago. These made have grown and earned cash dividends. These cash gifts from savings, stocks and stocks and the savings they get out of their allowances. They put in investments," Francisco tells the Inquirer. Whenever the kids get cash dividends, they invest them again.

The Francisco children have enrolled in BDO's new investment

ADRIAN S. LEE

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CHEVROLET

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Sunday LIFESTYLE

Editor Thelma Sison San Juan

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INQUIRER EXCLUSIVE

The new Makati high-rise that's making heads turn

By Alex Y. Vargas

THE 33-STORY JUBILIL Building, the first high-rise office building to rise in Makati's Central Business District in 30 years, is almost finished, and it has been making headlines.

It's a stark beauty at the corner of Osmo del Rosario and Makati Avenue—a stark contrast to the glass monoliths, the five-

star patterns on its facade, which make it stand out.

In design, the tower draws the industry and business not only of property and construction but also of architects and designers. It looks distinct from the current and past generations of high-rises.

Built at a cost of P7 billion, the glass tower is also the first structure of its kind in the country to

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Edwards' Tool: "It's just something that complies with the expectations of the 21st century, where sustainability is a byproduct."



The new Makati high-rise that's making...

Answer choice C

be rewarded gold by the US Green Building Council for leadership in energy and environmental design (LEED).

There have been other gold-mined LEED buildings in Metro Manila, but none of them are high-rises. However, many place on the Dutch Embassy and East Life of Canada buildings at Bonifacio Global City in Taguig.

"The regulations are really straightforward," said Veroff. "The challenge really is to do it right."

Efficient building

Budgetary support extended architect William Goodwin, with New York-based Madron, Oswego and Merrill DORE as design consultant. Lehigh Valley (AL), an Australian firm, and Manila-based Ed Asuncion Landscapes Architects were contacted and bid scope developed concurrently.

"That design isn't quite simple," said Hawley. "We just want a very efficient office building, light from space efficiency, we want something that complies with the expectations of the 21st century where sustainability is a big factor."

In this regard, Camosunda has been Bridgeway's ultimate guide, "leading the way, going in all the directions to get to where we want to," Hawley added.

Once the project's ground-breaking in 2009, LEED staffers and consultants have been monitoring the building's progress, using an on-site pilot system that includes the use of durable and sustainable materials, proper disposal of waste, and other measures to avoid any safety hazards, among other measures.

"It's a matter of doing the right thing," said Zwilling, whose State guidelines suggested in the Philippines to "reconnect and extend New Era's good as built over a century ago." But it's been worth it.

budgetary could have done away with LEED's starting requirements, and simply build a really imposing and modern-looking building without an environmental body breathing down its neck.

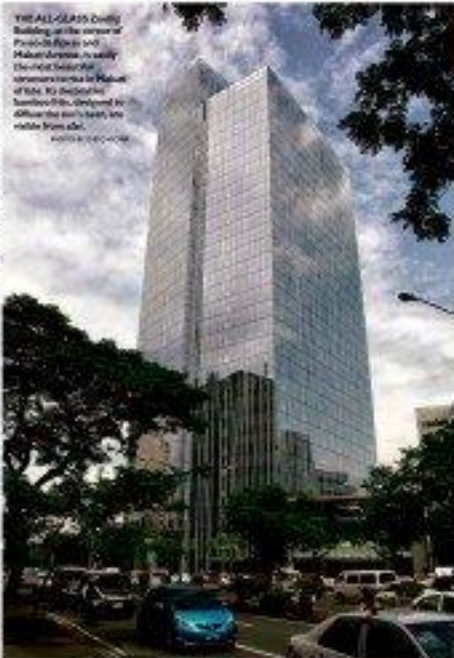
Flight nurse

Instead, it flows in like a river right by installing, among other features, a network of an underground sprinkler system that was a group of canals for watering plants and flushing out.

"Watering plants flows using an old-fashioned sprinkler system without a lot of water," said landscape architect Urban Aronson, president of UA Studio. "The water only tends to evaporate. And instead of allowing the water to simply seep through in different directions, we installed plastic newspapers underneath the soil to store some water. The plants now have a way of absorbing them."

Arson also notes the work

Shapiro said that, as with a cheaper variety of plant food, Home Depot, based on NCF's recommendations, went for OS-based Vitacore's more ex-



Why this first tower to rise in the business district in 10 years isn't only a design marvel, but is also a 21st-century building

positive effects of double-glazing glass or curtains wall with a total of 100mm thick concrete insulated basement floor that is parallel from the building's floor on level on average 3.2m level.

These film strips, superimposed on decorative stickers. They're baked during production at 120°C, are stamped to one of 18 double-glazed glass panels. In an X-ray beam in panel one, they're sophisticated stickers.

"You look at some of the glass made in China and Japan—they're also good," said the owner at Goodfellow, whose many recent legislative projects include the SCRC Glass and Molecular Sieves, both in Midland. That double-glazed is the first glass used in its kind in the country. It comes, second to the state.

Adapt. From *Being Full-Blown*, the film gave the building an organic aesthetic, which is quite apt for a vibrant design center.



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Is this too slow?

“Made from getting gold production from 100,000 to 200,000, we were able to get the project supported by Mipol in the other building sectors,” said Zorlig.

Mipol, a French-based body, is equivalent to the Omani or the property development industry with this development.

The Zorlig Building is already owned of a place in one of Mipol's

to his colleagues, Best Office and Business Development.

"We're in the top three, with an entry each from Hong Kong and mainland China," says Zouling. "It was tough because China alone yielded 35 entries in various categories."

In November, Mipol will choose which of the three best kept in the world category goes gold, silver and bronze. Zouling and his team are keeping their fingers crossed.

THE BUILDING spans
Savannah's historic downtown
area, including the
Piedmont Park area,
already owned by

His latest exemplary himself to the hotel, building and design magazine, including *GreenSource*, traveled to the U.S. where the use of his own buildings is quite common, to see if there were any other offices there.

Several airports and the Great Escaping Game Center in New York are on the list of rubber lines or puller dots.

"The tire, it was a composite more because it has more been applied here in the marketplace," said Cardillo. "My main concern was it might look messy from the outside or it might distract those working inside the building."

Functional purpose

The fixed, double-glazed glass with bris beneath the roof have a decorative

"To a subconsciousness the glass buildings, because they're transparent, trap heat," Glass said. "If you use the right kind of glass, your building will, in fact, be cooler."

Therrell puts emphasis on low-energy consumption in his new system. At the same time, it is limited. Therrell Building's energy diagram points to 600 sq ft. There's adequate space for several bicycle stands and storage areas to encourage office workers to take their bikes to work.

Therrell says this project led to a realization and an investment in the future for his company as well as for the design.

"Tomorrow, we should all be aware of sustainability issues and the need to reduce our carbon footprint," she said. "Wind and technology should be used to achieve energy efficiency to lessen the impact of our presence on the planet."

Outdoor garden
When LEO came onboard, Bridgeway was also required to decrease 2,500 sq ft of its outdoor space for its all-outdoor garden and water feature on the

Celebrate your kid's special day in a unique way with Junior MasterChef parties at Max's

Every parent knows that putting together a great kiddie birthday bash can be quite daunting. It takes a significant amount of patience, preparation and a lot of creativity to please the most important critics at the party - the kids! Gone are the days when birthday celebrations simply required buying your classic chocolate-layered cake and a bunch of brightly-coloured balloons. From princesses to super car racers, birthday party themes can be as adventure-filled as you can stretch your imagination. Planning the perfect party only needs a little inspiration and of course, a little outside help.

This is exactly what Max's Restaurant brings to the table when it decided to acquire the license for Junior MasterChef - a stroke of brilliance to help create the most exciting and unforgettable celebration for young Max's enthusiasts. Like its adult counterpart "MasterChef", Junior MasterChef is a successful reality cooking show that has won a steady following all over the world. Junior MasterChef features kids who have the ability and passion for cooking.

Whipping Up the Most Exciting Birthday Bash at Max's

Taking inspiration from the Filipino's inherent value for family relationships, Max's Junior MasterChef party theme seeks to nurture every child's love for cooking and appreciation for food. With Max's Junior MasterChef theme, birthday parties will never be the same again!

"Kids learn best when they are having fun. With Max's Junior MasterChef party theme, we did not only incorporate fun and learning into a party concept, we also provided the key elements for fun and quality family time. Our vision is to create a one-of-a-kind experience that will forever be etched in the memory of kids and their families who will celebrate at Max's," shared Shera Aquino, Marketing Manager for Functions and Events, Max's Restaurant.

It's time to don the toque and apron, and start whipping up the most delicious Max's Junior MasterChef creations. The recipes are easy, absolutely punning, fun to make, and even more enjoyable to share with kids, parents and friends!

Parents can count on the first-rate amenities and package inclusions, like turkeys, beverages, venue decor, party invitations, balloons, cake, party baskets, kiddie tables and chairs, games, prizes, loot bags and more. Impressions! And Max's takes all the worries away from parents by incorporating their passionate service into every birthday celebration.

A Timeless Tradition

While Max's Junior MasterChef's wrap their culinary whenever, Max's kitchen is bubbling with activity all day long. Nothing serves more hot with any other tag of Max's world-famous fried chicken that is, simply put, "snap-to-the-bones."

No celebration will be complete without a hefty serving of classic Filipino dishes that perfectly complement Max's iconic fried chicken. Dishes like Pinatà, Kare-Kare and Crispy Pata continue to delight diners, regardless of their age.

At Max's, food is not the only indulgence. There's laughter that always resonates in every function room and dining hall. "Max's is about a timeless tradition that binds Filipino families together. We are stewards of the countless stories that we have shared with our guests. We will continue to build the most unforgettable memories for every Filipino who will celebrate at Max's," Aquino said.

Get inspired with this exciting and authentic tag with Junior MasterChef. Experience the most unforgettable birthday celebration for your little MasterChef!

Learn more about Max's Restaurant's latest happening by logging on to www.maxsrestaurant.com or visit us at www.facebook.com/maxsrestaurant and be the first to know about the latest offerings from the Filipino's most loved treat.

About Max's Restaurant

Max's, one of the country's leading fast-casual dining restaurants, knows the secret to a family's generosity and passion for good food. Max's, "the house that chicken built," continues to innovate and expand worldwide with plans to open branches outside the United States. Today, Max's Restaurant has established itself as a household name, an institution, and a proud Filipino tradition, continuously upholding the values passed on from its rich heritage in 1950 to the present-day generation of food aficionados.

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Young French-Filipino designer in Elle's 25th anniversary exhibit

NEW YORK good news from the design front, where Filipinos continue to do the country proud. Innovative young designer Oliver Chinoille has been selected by *Elle* (December Magazine) to be among 25 international artists/designers whose work will be presented at the magazine's 25th anniversary exhibit.

His work will be on display at the Museum of Modern Art in New York City, which will run for a month.

Oliver represents the Philippines, and is one of only four western artists/designers chosen out of 25.

The grand opening of The Expedition "Exposition Design" will be on Sept. 10 for the media at 4 p.m., and for *Elle* Occasion Magazine's guests at 7:15 p.m. Oliver is the daughter of Minibon-Innocent, French-born businessman Hubert d'Almeida and his Filipino wife Ann, the graduate from *Imperial*, a prestigious textile design school in Paris, in 2009, and had her first solo show at the *Yoda* Museum in 2010. Her works range from textile jewelry to sculpture and textile art.



A 'silya' for seniors everywhere

By Linda B. Belde

HYO LORETE: It's not one to wait for the second Grandparents' Day celebration to honor the elderly.

For months now, the former advertising man has been offering free-of-charge chairs to those who would care to accept them, for the sake of the elderly as they make their way to restaurants or take a breather when going shopping.

Kasin thought of providing this convenience after he noticed how an otherwise enjoyable outing was often marred by the lack of a comfortable place where they could rest their weary feet and get their second wind to continue on their journey.

Restrooms don't really mean you're getting their chairs unless you are a paying customer, and malls provide one or two at all times. Kasin decided to donate chairs designed to the full frame and fragile bones of senior citizens.

The retired managing director of the Aertling Company, Inc. calls his initiative *Silya*, or 34 Iya Loko at Loko, Naisak Alay, Alay.

Although plastic means some, some of the chairs are made completely of wood.

A/WH/15

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My 'Phantom'-inspired pre-50 bash—minus the chandelier, of c



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My 'Phantom'-inspired pre-50 bash—minus the chandelier, of c



My 'Phantom'-inspired pre-50 bash—minus the chandelier, of c

The search for the next Jiffy-lime Rambassadors is on!



The search for the next Jiffy-lime Rambassadors is on!

Zonta Club supports Pink Centre and children of Vicente Sotto Men

Zonta Club supports Pink Centre and children of Vicente Sotto Men



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All the Realities

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Universal appeal

On the set of the new movie, actress Angelina Jolie says she was inspired by the film "The Way, Way Back" as a "coming-of-age" movie. She also says she was inspired by the film "The Way, Way Back" as a "coming-of-age" movie. She also says she was inspired by the film "The Way, Way Back" as a "coming-of-age" movie.



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Cheers for Brillante-Nora film in Venice

Critics say superstar is 'immersive, expressive, engaging'

By Reynold Sin Diego Jr.

IN HER last public screen, petite singer-actress Nora Aunor starred in the Venice and Cannes following the long, heavy applause and positive reviews the film "Big Words" received after its screening on Thursday.

Aunor, lead star of the country's best entry in the main competition of the recently concluded 69th Venice International Film Festival, was even cited by one critic as a serious contender in the

lead actress race.

According to producer Larry Gullino, the film was given "a marketing strategy that lasted until the entire Philippine delegation left the cinema."

"It was overwhelming," he said to the Inquirer via SMS.

Critic Neil Young, who writes for The Hollywood Reporter, considered Aunor a best actress contender, like other best movie-labeled actors like Chloë Moretz ("The Way, Way Back"), Saoirse Ronan ("The Way, Way Back"), and Saoirse Ronan ("The Way, Way Back").

"(Aunor), and Patricia Labille (Huguenot) ("The Way, Way Back").

Young pointed out "Aunor's 'Best Actress' field much more competitive with 'The Way, Way Back' than 'The Way, Way Back'." He also said, "Aunor's 'Best Actress' field much more competitive with 'The Way, Way Back' than 'The Way, Way Back'."

In Hollywood Reporter, Young gave "The Way, Way Back" a mixed review, but praised the writing, production design and cinematography.

Neil Young of Aunor: "The film features, as powerfully expressive of both happiness and sorrow, help make Aunor an engaging, audacious heroine."

In "The Way, Way Back," Aunor plays Shireen, a teenage girl who is a child for her husband (Gullino).

Young wrote: "Shireen, young and 4

CHINA 31



TEAM Philippines (from left): Lani Pao, Mercedes Cabral, Nora Aunor and Brillante Mendoza.

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1. *Journal of the American Medical Association*, 1997; 278: 1025-1030.

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Keywords: *depression, anxiety, self-esteem, self-efficacy, coping strategies, social support, life satisfaction, health-related quality of life*

...the ...

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See talk with Michael...

1998, the different age and education combinations consistently associated with the lowest risk of being in poverty are those with the highest education and lowest age (e.g., 25 years and over with a postgraduate degree).

1. The first step is to identify the problem. In this case, the problem is that the company is not meeting its sales targets.

[illegible]

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1. **Introduction**
 2. **Background**
 3. **Methodology**
 4. **Results**
 5. **Conclusion**
 6. **References**

Training your staff
 It's important to ensure that all staff are aware of the company's policy on health and safety. This can be done through regular training sessions and by providing them with the necessary information and resources.

[illegible][illegible]

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PLANNING

1. The first step is to identify the problem.
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 5. The fifth step is to implement the solution.
 6. The sixth step is to evaluate the solution.
 7. The seventh step is to monitor the solution.
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 9. The ninth step is to improve the solution.
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Gaga's meat dress goes to Washington

THE DRESS also went to the 2010 MTV Video Music Awards for its video.

Only the original
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WINDINGTON—Lady (Frances) West died last night in the United States jail, along with Lorena, among about "The 300" and other from music history.

The Rock and Roll Hall of Fame in Cleveland launched a national tour exhibit about pioneering on its rock 'n' roll, which celebration of women artists their impact on music opened on Friday at the H. Rouse Caffery Museum of Women's Arts.

Lyons' country song, "The Pill," was recorded in connection to 1973 (but not released) and delayed its release by three years. Lyons later recounted that doctors told her the song was pivotal in rural acceptance of birth control.

"We really wanted to make sure this wasn't just a fashion show," Bullock-Berger said. "We wanted to showcase three artists as models."

For the National Museum of Women in the Arts, it is the first exhibit to feature women performing artists, said chief curator Kathryn Finn.

Sagittae from the 2001 MTV Video Music Awards... now dried, preserved and put in an amber in original art nest case—is being shown in a limited edition.

When Gaga wore the dress, she was accompanied by U2 and was impacted by the "don't ask, don't tell" policy to pressure the ban on gays serving openly in the military. She explained that if people don't stand up for their rights, "pretty soon we're going to have no much rights as the women on one side [have]. And, I am not a photo of that."

Beyond stock value

Beyond the drive's sleek surface, Toyota puts the millions of guys on wheels who are a little more helpful toward her place as a player, said Bridgette Horvat.

"If you dig a little deeper, there's this important message of inclusion and unity," she said. "That to me is really what it was about."

"Where's Who Next?" will continue on tour in Washington through Jan. 6. Then it will head to Chicago, Milwaukee, Seattle and Toronto.



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- Fig. 1. Two-Minimal-OPN flow on \mathbb{R}^2 to solve the many-angle-maze problem with 34 corresponding vertices

1. Persons is subject to the following PWD/CAPAD limitations only:

- | | | |
|---------------------------|----------------|-------------------------|
| 1. 301 Best of Day | 6. 301 Cuts | 11. 301 Adios |
| 2. 301 Playbook | 7. 301 Nuts | 12. 301 The 100 Minutes |
| 3. 301 Secret (2004-2005) | 8. 301 Beaches | 13. 301 Medicine |
| 4. 301 Secret (2004-2005) | 9. 301 Cities | 14. 301 Phish |
| 5. 301 Secret | 10. 301 Cities | 15. 301 Secret |
| 6. 301 Secret | 11. 301 Cities | 16. 301 Secret |
| 7. 301 Secret | 12. 301 Cities | 17. 301 Secret |
| 8. 301 Secret | 13. 301 Cities | 18. 301 Secret |
| 9. 301 Secret | 14. 301 Cities | 19. 301 Secret |
| 10. 301 Secret | 15. 301 Cities | 20. 301 Secret |

1. Please send your letter September 1-11, 2021.
2. Number may be challenging as we could receive letters early (9/1) or late, until as of 20/20 (Carnegie community).
3. Other people for participants make during the pre-survey period (before survey).
4. A combination of people for (survey) is allowed. For example, a 50/50 split to the participants within the community or 1/30 split or 1/20 split and others will be in.
5. Please understand the survey is from September 1-11, September 1-11, 2021.
6. All items are included in this survey.
7. For example, please, for example, <https://www.surveymonkey.com/survey/1234567>.

References

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10

candy

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GARAGE



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JAGUAR

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- At least four (4) years of supervisory and commercial management experience or actively engaged in the practice of his or her profession;
- Available for a worldwide assignment and willing to relocate approximately every 3-4 years;
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Philippine Daily Inquirer.  [Market](#)

WORKING PEOPLE

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Editor: John P. Kelly, Jr., Editor: Bill

Stop being famous for doing menial jobs

FOR THE LONGEST TIME, THE Human Resources (HR) function has been under attack. Unlike other business functions, HR has been underpaid and is not respected. Despite increasing importance in the HR practice over time, the function of HR is still being looked down upon.

In the words of David Ulrich, "HR is the most important function in the company, but it is the most underpaid."

HR roles

Ulrich defined emerging roles for HR: strategic business partner, employee experience manager, and talent acquisition manager. As the business partner, HR is responsible for ensuring that the company's HR strategy is aligned with the company's overall business strategy.

In this role, HR professionals have been charged with increasing the company's productivity and efficiency. This is done by ensuring that the company's HR strategy is aligned with the company's overall business strategy.

CEO perceptions

In a recent survey, CEOs ranked HR as the least important business function. This is a significant finding, as it suggests that CEOs do not value HR as much as other business functions.

Developing representation

In the Philippines, you can find a lot of HR professionals who are not well-represented in the business community. This is a significant finding, as it suggests that HR professionals are not being taken seriously by the business community.

Grace C. Sorongon: PMAP's ArmChair Revolution

By David P. Lippman

FOR THE FIRST TIME, THE PMAP Management Association has been recognized as the leading professional organization for HR professionals in the Philippines. This is a significant finding, as it suggests that HR professionals are being taken seriously by the business community.

Reflections for the Working Man

By David P. Lippman

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An open ear

By David P. Lippman

AS OPEN EAR IN THE WORKPLACE could be a LOT of help, especially if it is in the hands of the boss. Bosses do not have a monopoly on the ability to listen. In fact, they often have a monopoly on the ability to not listen.

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Author: John P. Kelly, Jr., Editor: Bill

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